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<b>A. Maintain NAHRO's position as the preeminent organization for the development and implementation of responsible housing and community development policy by vigorously advocating for legislation, regulations, core programs and innovative initiatives.</b>			
<b>OBJECTIVES</b>	<b>MEASURABLE OUTCOME</b>	<b>ASSIGNMENTS</b>	<b>STATUS</b>
1. Work with Legislative Network Advisory Committee (LNAC) to actively engage in all letter-writing campaigns.	The Leg Net Leadership Team recently launched an advocacy campaign aimed at getting 2,000 letters sent to Congress and the White House by July 1 to tell them to include housing and community development programs in the next COVID-19 emergency legislation.	Commissioners	Work on the August Advocacy Campaign is underway and the committee is working to submit letters.
2. Discuss, review, and analyze housing, revitalization and development issues through legislative, administrative, and judicial lenses.	<ul style="list-style-type: none"> <li>a. Identify and engage legal and policy experts in topics as appropriate.</li> <li>b. Leverage existing strengths to proactively respond to community revitalization and development issues including those related to the COVID-19 crisis through the promotion of new, innovative legislation on topics like LIHTC and homelessness.</li> <li>c. Continue assisting NAHRO staff in communicating to the administration and Congress via comment letters and other policy correspondence to further promote NAHRO policy positions.</li> </ul>	CR&D	(c) The Committee provided feedback on the Affordable Housing Preservation Act of 2021.

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<p>3. Discuss, review and analyze housing, revitalization and development issues through legislative, administrative and judicial lenses.</p>	<p>a. Identify and engage legal and policy experts along with public and affordable housing practitioners to speak and provide information to Housing Committee members on various housing-related topics.</p> <p>b. Continue assisting NAHRO staff in communicating to the administration (e.g., the executive branch and the departments therein) and Congress via comment letters and other policy correspondence, while considering other mechanisms to further promote NAHRO policy positions</p>	<p style="text-align: center;">Housing</p>	<p>a) The Housing Committee heard a presentation from Lisa Walker of the Housing and Development Law Institute (HDLI).</p> <p>b)The Housing Committee worked on the following:            -Choice in Affordable Housing Act;            -Additional discussions on how the Emergency Rental Assistance Program can be improved based on on-the-ground experiences;            -Additional discussions on the latest eviction moratorium affecting counties where there is high or substantial community transmission of COVID;            -Additional Discussion on how Emergency Housing Vouchers were being implemented especially in relation to the CoC;            -The Innovative Housing Solutions subcommittee and the Section 8 subcommittee discussed the Ending Homelessness Act of 2021.            -The Section 8 subcommittee further discussed implementation of Emergency Housing Vouchers;            -The Public Housing Subcommittee discussed the new RAD Faircloth notice, the need for physical needs assessments, and the eviction moratorium.</p>
<p>4. Provide Advocacy training for Emerging Leaders, whether online, in person or through other resources.</p>	<p>a. An Advocacy training is held or an advocacy resource page is created geared towards Emerging Leaders.</p>	<p style="text-align: center;">Member Services</p>	<p>Tess Hembree addressed the Emerging Leaders Subcommittee and the Member Services Committee in August of 2021 to inform them on how they could help NAHRO reach its goals during August Advocacy as well as other advocacy efforts they could do throughout the year.</p>

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<p>5. Develop an annual advocacy work plan in 2020 and 2021 that includes targeted legislative campaigns with measurable outcomes, a focus on updated social media and effective visuals, and a rapid response team ready to respond to media, Congressional, and administration inquiries. The work plan will also include targets for action alert campaigns, an expanded August recess, and a working group to position NAHRO to connect with Presidential campaigns to influence their housing platforms and build relationships with potential transition teams and HUD staff.</p>	<p>a. The development and approval of work plans in 2020 and 2021. The piloting of an in-district lobby day during the August recess with one region. The establishment of a working group to influence Presidential campaigns, a white paper or other policy documents to share with the campaign, a transition document to share with the incoming administration (new or incumbent), and best practices on how this exercise can be applied to other political campaigns in the future.</p>	<p>Legislative Network</p>	<p>Launched August Advocacy with the strongest-ever start to the annual advocacy campaign. We're making great progress toward our goal of 12,501 letters sent during the August recess.</p>
<p>6. Discuss, review, and analyze housing issues and their impact on small agencies throughout the country through legislative, administrative, and judicial lenses.</p>	<p>a. Assist NAHRO staff by providing small agency perspectives for regulatory comment letters and other policy correspondence to further promote and refine NAHRO policy positions.  b. Promote new, innovative legislation to assist small agencies better serve their communities.</p>	<p>Small Agency</p>	<p>Small Agencies has played a huge part of the initial success of August Advocacy.</p>

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7. Develop an advocacy work plan to guide the advocacy efforts of the Small Agency Advisory Committee.	<ul style="list-style-type: none"> <li>a. Advocacy trainings.</li> <li>b. Targeted advocacy campaigns.</li> <li>c. Engagement with small agencies that do not regularly attend NAHRO conferences utilizing webinars, go-to meetings, and other means to minimize cost to small agencies.</li> </ul>	Small Agency	Small Agencies is focused on August advocacy as a part of its workplan.

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<b>B. Strengthen NAHRO's role as the leading resource in developing the professional expertise and credibility of housing and community development practitioners.</b>			
<b>OBJECTIVES</b>	<b>MEASURABLE OUTCOME</b>	<b>ASSIGNMENTS</b>	<b>STATUS</b>
<p>1. Act as a community development program and operations expert resource.</p>	<p>a. Subject matter experts for National, Regional, and State chapters of NAHRO by acting as a resource for PD, conferences, and ad hoc sessions.</p> <p>b. Promote and develop resources for PHAs and CD agencies on traditional CR&amp;D tools, revenue shortfalls relating to the COVID-19 crisis, homelessness, and race and justice disparities.</p> <p>c. Engage with National, Regional, and State conference planning staff on community development sessions.</p> <p>d. Develop downloadable case studies and materials for affordable housing preservation tools and other PHA-focused areas.</p> <p>e. Promote and develop tools to help agencies with resident engagement.</p>	<p>CR&amp;D</p>	<p>(a) Members of CRD participated in a NAHRO webinar on post-eviction moratorium strategies and the Emergency Rental Assistance Program.</p>

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OBJECTIVES	MEASURABLE OUTCOME	ASSIGNMENTS	STATUS
<p>2. Provide recommendations for training and capacity building resources as it relates to preserving and expanding public and affordable housing and developing new partnerships and service.</p>	<p>a. Provide suggestions to the PD committee related to preserving and expanding public and affordable housing as well as strategies to improve programmatic effectiveness.</p> <p>b. Provide suggestions to NAHRO's policy staff for potential E-Briefing topics.</p> <p>c. Determine methods and provide suggestions to NAHRO staff for building and reinforcing partnerships.</p>	<p>Housing</p>	<p>Completed.</p>
<p>3. Participate/represent the U.S. and NAHRO in international conferences and convenings; contribute to INTA's newsletter--series of papers on "post-pandemic" and how this affects urban design, HCD. Maintain NAHRO's United Nations Non-governmental Organization (UN NGO) status to form strategic relationships for learning and impacting the United Nations Millennial Development goals.</p>	<p>a. Attend one or more convenings per calendar year.</p> <p>b. Re-appoint five NAHRO representatives to the UN for credentialing.</p> <p>c. Submit proposals to INTA for contributions to their international newsletter and post-pandemic papers.</p>	<p>IRGE</p>	<p>(a.) Members participated in a convening with the UK (b.) 5 NAHRO representatives submitted but removed Ms. Todman as a member for credentialing - all still in pending status (c.) No proposals have been submitted to INTA.</p>

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<p>4. Internally develop new courses or services proactively vs. reactively for existing and new target markets (homeless, Indian housing, PBCAS) through existing means or new partnerships.</p>	<p>a. Identify at least three new topics and request calls for presentations from faculty.</p> <p>b. Approve at least one e-Learning and one in-person proposal submitted by faculty for the new topics.</p> <p>c. Conduct and complete competitor analysis.</p> <p>d. Begin phased implementation of iNAHRO (posting e-Learning recordings for purchase).</p>	<p style="text-align: center;">PD</p>	<p>a) Individuals interested in becoming faculty submitted training proposals with their applications. b) Due to low response from existing faculty, this task will occur in the 2021-2023 term. Once new faculty are selected and identified, the curriculum sub-committee will select the trainings to develop. c) The Director of PD identified 8 trainings and requested specific members to obtain quotes from competitors. These are due on 8/31/21. d) Crisis Media Response is currently available on the store for purchase. Unfortunately, to date, these have not been purchased. The Director of PD has worked with other NAHRO departments to post their trainings such as the policy updates and DEIAC trainings.</p>

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<p>5. External develop additional relationships with "non-traditional" organizations. Examples provided by the faculty are: universities, colleges, trades school, real estate agencies, mental health organizations and substance misuse organizations.</p>	<p>a. Develop talking points regarding NAHRO and specifically NAHRO PD to share with non-traditional partners.</p> <p>b. Ask each member of the PD committee to conduct outreach to at least one non-traditional to share information on NAHRO and identify opportunity for collaboration.</p>	<p style="text-align: center;">PD</p>	<p>a) Talking points were developed and the Training Operations Manager designed a "leave behind" document for each of the committee members to hand out or send electronically after their 1:1 meetings b) In general, the PD committee has had a hard time moving this task forward. During the July 27 full committee meeting, individuals shared who they met/planned to meet with. All committee members are expected to complete their outreach by 8/31/21.</p>
<p>6. Continue to encourage NAHRO to pursue third-party accreditation of some of NAHRO's Certification Programs.</p>	<p>a. Provide the NAHRO Board of Governors, President and CEO with information regarding actions needed to achieve accreditation including any NAHRO governance and policy changes required by NAHRO's 2021 annual meeting.</p>	<p style="text-align: center;">BECT</p>	<p>The Board of Ethics and Credentialing Trustees (BECT) explored and proposed revisions to the BECT By-Laws and presented to the Board of Governors governance changes required to meet accreditation standards. With the Board of Governors approval of the By-Laws revisions, the BECT is continuing the pursuit of independent third-party accreditation of some of NAHRO's Certification Programs, a long standing NAHRO goal.</p>

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OBJECTIVES	MEASURABLE OUTCOME	ASSIGNMENTS	STATUS
<p>7. Develop a modern program to train and educate NAHRO members on advocacy basics. This will include training for Leg Net Leadership team who represent all NAHRO regions and other Leg Net members, allowing these members to not only be experts in advocacy, but to act as mentors and trainers for their colleagues.</p>	<p>a. Development of advocacy training programs and materials. Present materials at regional and state chapter meetings (in person if possible, remotely, if necessary), as well as to Leg Net members.</p>	<p>Legislative Network</p>	<p>Training materials completed, working on scheduling time for trainings.</p>

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C. Expand NAHRO's reach and improve its effectiveness by building and reinforcing traditional and non-traditional partnerships, both with NAHRO's regions and chapters, and with outside organizations.			
OBJECTIVES	MEASURABLE OUTCOME	ASSIGNMENT	STATUS
<p>1. Improve communication and outreach related to topics pertinent to the committee between CR&amp;D committee members with other NAHRO committees within the general membership and with the public.</p>	<p>a. Actively work to improve connections between PHAs and CD agencies.</p> <p>b. Outreach and build partnerships efforts with program funders.</p> <p>c. Work closely with other NAHRO committees, staff, and partners to promote relevant community development policies.</p>	<p>CR&amp;D</p>	<p>c) The Committee provided feedback to staff on the Affordable Housing Preservation Act of 2021.</p>

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OBJECTIVES	MEASURABLE OUTCOME	ASSIGNMENT	STATUS
<p>2. Encourage and provide technical assistance to NAHRO Regions and Chapters in the establishment of IRGE committees; assist in the development of relationships and study exchange opportunities in border countries/neighboring countries.</p>	<p>a. Make contact with all Regions to encourage international discussions.</p>	<p>IRGE</p>	<p>Continue to engage with regions and have encouraged incoming committee members from the various regions to attend our current meetings.</p>
<p>3. Increase marketing and outreach, integrating with NAHRO's regions and chapters to promote NAHRO's certification programs.</p>	<p>a. Promote new products and methods to supplement or replace NAHRO certification requirements that require in-person execution or other unwarranted burdens via regional and chapter events and communications.</p>	<p>BECT</p>	<p>The Board of Ethics and Credentialing Trustees (BECT) is supporting marketing efforts focused on career benefits to NAHRO Certified individuals and organizational benefits of having personnel NAHRO Certified. The BECT is considering the addition of six additional certification programs areas to the 15 existing NAHRO Certifications to better serve the wide needs of the industry.</p>
<p>4. Promote academic achievements of public housing residents through the Merit Scholarship. Increase participation in Poster Contest by regions and chapters.</p>	<p>a. Develop 12 photos/profiles of each winner included on NAHRO website and in conference materials. Increase posters collected/tracked in each region.</p>	<p>Housing America</p>	<p>Housing America continues to work on developing content for the website.</p>

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OBJECTIVES	MEASURABLE OUTCOME	ASSIGNMENT	STATUS
<p>5. Expand NAHRO's reach, improve advocacy effectiveness and sphere of influence by building and reinforcing outside partnerships through joint advocacy and social media campaigns. Build stronger regional and state-level communication networks to share, coordinate, and expand NAHRO's legislative work and advocacy campaigns.</p>	<p>a. Launch or participate in an advocacy and social media campaign that incorporates outside partner organizations. Develop communication maps for regions and states that include official leadership and unofficial leaders and influencers.</p>	<p>Legislative Network</p>	<p>As a lead up to August Advocacy, NAHRO launched a call-in day with several national partners, including Leading Age and the National Low-Income Housing Coalition. With Senior Vice President Patricia Wells' lead, we're also working with Mayor Libby Schaaf to promote August Advocacy on the city Twitter page and through the CEOs and Mayors for Housing.</p>

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<b>D. Ensure NAHRO's continued financial stability by expanding revenue sources, exploring new business opportunities and maximizing efficiency.</b>			
<b>OBJECTIVES</b>	<b>MEASURABLE OUTCOME</b>	<b>ASSIGNMENT</b>	<b>STATUS</b>
1. Be a nimble and responsive resource to support staff in exploring new and emerging revenue sources.	a. Sustainable revenue and resources to achieve NAHRO mission.	B&A	From the forgiven \$350,000 Paycheck Protection Program income, to new grants including the \$157,000 Wells Fargo DEI research grant, to new business lines such as the YMCareers job site and PD's Financial Management Training Program...
2. Be conscientious of the annual budget to ensure needed resources, tools and outcomes to achieve the strategic plan.	a. Connect budget resources to achieving strategic plan goals.		2021 approved budget built to align and support strategic plan objectives. Software and technology to do data-driven decision making, research to understand who we are serving (staffing, agencies, NAHRO, at all levels).
3. Be good steward and follow fiduciary responsibility of using NAHRO's resources wisely.	a. Resources are used appropriately and as intended.		Monthly review of budget to actual performance, examine investment performance to policy targets, monitor COVID-19 impact on NAHRO performance. Quarterly PD dashboard performance review, encouraging technology to achieve "iNAHRO Education Platform" and flexibility in how NAHRO provides education and information, coordinated with our new Protech 365 AMS.
4. Ensure maintenance of scholarship program through strategic funding partnerships and conducting fundraising activities.	a. Maintain the LDG partnership and aim to raise \$26,000 via the 50/50 raffle and the fundraiser to fund three years of the NAHRO Merit Scholarship.	Housing America	The NAHRO-LDG scholarship continues to thrive, 3 new LDG scholars were selected for this coming school year. This year the committee will seek to replicate the Dollars for Scholars fundraiser from last year.

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<b>E. Strengthen NAHRO as a thought-leader by improving communication, networking, information exchange, and knowledge transfer with and among members, partners, and stakeholders, and by enhancing the experience of members and next-generation professionals.</b>			
<b>OBJECTIVES</b>	<b>MEASURABLE OUTCOME</b>	<b>ASSIGNMENTS</b>	<b>STATUS</b>
1. Work with regions to ensure there are Commissioner of the Year award nominees each year.	a. Twelve nominees each year.	Commissioners	Increased Commissioner of the Year nominees to date to six.
2. Create substantive, relevant topics and sessions for the commissioners track at national conferences and possibly sessions under different tracks.	a. Three to five sessions via calls for proposals and/or submissions by the committee.		Submitted four sessions for the National Conference and Exhibition. One was accepted.

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OBJECTIVES	MEASURABLE OUTCOME	ASSIGNMENTS	STATUS
<p>3. Improve communication and outreach between Housing Committee members and with other NAHRO committees, within the general membership, and with the public.</p>	<p>a. Establish formal communication with other committees to share information, determine areas to partner, and increase members' engagement.</p> <p>b. Distribute meeting summaries of Housing Committee members to share with regions and chapters and allocate time at meetings for regional reports and to share innovative best practices.</p>	<p>Housing</p>	<p>b) By the end of the term, the Housing Committee will have started distributing meeting summaries.</p>

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OBJECTIVES	MEASURABLE OUTCOME	ASSIGNMENTS	STATUS
<p>4. Share knowledge gained through research with NAHRO members and incorporate key messaging to convey the relevance and expertise of IRGE work with white papers, JOHCD articles, conference sessions and speakers. Specific messaging via NAHRO's social media platforms.</p>	<p>a. Foster engagement activities for booth at the National Conference and Exhibition each October.</p> <p>b. Continue Boston University partnership; continue previously established relationship with the University of Austin from the Forum.</p> <p>c. Write articles for the JOHCD. Hold informational meetings at NAHRO conferences.</p>	<p style="text-align: center;">IRGE</p>	<p>(a) currently planning our booth activities (b) before the end of the term, sub-committee chair of research will look to establish a relationship so we have laid the groundwork for the next term in advance (c) sub-committee is working on an article to be submitted before the end of this term.</p>

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OBJECTIVES	MEASURABLE OUTCOME	ASSIGNMENTS	STATUS
5. Create a networking program and/or listserv between and for housing authorities, whether in person or through online means.	a. Hold open forums/roundtables in person for participants to share ideas on particular topics and/or investigate and recommend a possible listserv software to purchase in order to start a local online network/information exchange.	Member Services	The Member Services Committee created a list of topics, which they submitted to the PD liaison for consideration, as possible roundtable discussion webinars. Currently no topics have been selected. However, the two committees did meet to discuss the findings that pertained to PD from the Marketing and Relationship Subcommittee's bench market study. By sharing their findings and recommendations, the subcommittee hopes the two committees might better collaborate in the future on marketing endeavors and other communication projects.
6. Improve <i>Peer to Peer</i> Networking.	a. Identify additional networking opportunities through NAHRO and develop a plan and implement it by the end of the term.		In July 2020, the Emerging Leaders invited NAHRO Fellows to share leadership tips with them on their monthly call. In October of 2020, the EIs and the Fellows will hold a Roundtable Lunch and Learn to share ideas and provide networking opportunities with other peers around the country.

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OBJECTIVES	MEASURABLE OUTCOME	ASSIGNMENTS	STATUS
<p>7. Convene (regular, quarterly?) roundtable discussions with national standing committee leadership members to discuss ways to advance DEI, to increase participation by Next Gen Professionals, and to encourage cross committee goal alignment.</p>	<p>a. A minimum of one discussion per year with national standing committees which will produce cross-committee goals and initiatives to advance DEI, and increase participation by Nex Gen professionals in policy discussions relative to advancing DEI.</p>	<p>DEIAC</p>	<p>Chair met with PD Subcommittee; DEI members reviewed audit forms. Chair met with SPAC. EIEA Co-Chair Tiffany Mangum and DEI Chair met with CR&amp;D.</p>

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OBJECTIVES	MEASURABLE OUTCOME	ASSIGNMENTS	STATUS
<p>8. Plan events and activities in collaboration with Club 21, Emerging Leaders and national standing committees, to include film screenings, community development tours that focus on DEI plenary speakers, webinars, etc.</p>	<p>a. The collaborative creation of both virtual and in-person events--sessions, film screenings, tours, discussions, webinars, etc., focused on diversity, equity and inclusion.</p>	<p>DEIAC</p>	<p>Over the past two years, DEIAC has produced and held in-person conference plenary sessions, virtual conference sessions, and (in 2021), monthly EIEA webinars on a variety of DEI subjects including implicit bias and a legislative pathway to equity. EIEA is the successor to Club 21. DEIAC chair Elizabeth Glenn and EIEA Co-Chairs Tiffany Mangum and Betsey Martens have also spoken at regional and chapter events.</p>
<p>9. Increase participation and visibility of Housing America month and campaigns through and by local state and regional social media platforms and events.</p>	<p>a. Develop more news stories , photos that are shared on the NAHRO website and in NAHRO-affiliated publications.</p>	<p>Housing America</p>	<p>Housing America continues to work on developing more stories about winners for the NAHRO website.</p>

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OBJECTIVES	MEASURABLE OUTCOME	ASSIGNMENTS	STATUS
<p>10. Strengthen communication and small agency representation with NAHRO's Housing and CR&amp;D committees, Legislative Network, and Member Services' Emerging Leaders to ensure small agency perspectives are considered at all levels of NAHRO policy making.</p>	<p>a. Have Small Agency Advisory Committee representatives join Housing, CR&amp;D, and Legislative Network meetings when feasible.</p> <p>b. Report back to Small Agency Advisory Committee on topics and conversations being shared across NAHRO leadership.</p> <p>c. Provide small agency perspective to NAHRO leadership.</p> <p>d. Actively seek out Emerging leaders for membership of Small Agency Advisory Committee to ensure the next generation of NAHRO members will be actively engaged, mentored, and placed in positions of leadership.</p>	<p style="text-align: center;">Small Agency</p>	<p>Small Agencies continues to work with other committees to coordinate efforts.</p>

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<b>F. Advance diversity, equity and inclusion as crucial to healthy communities.</b>			
<b>OBJECTIVES</b>	<b>MEASURABLE OUTCOME</b>	<b>ASSIGNMENTS</b>	<b>STATUS</b>
1. Align the annual budget and financial resources to ensure needed resources, tools and outcomes to achieve the strategic plan goal F.	a. Connect budget and financial resources to achieving strategic plan goal F.	B&A	2021 approved budget built to align and support strategic plan objectives. Software and technology to do data-driven decision making, research to understand who we are serving (staffing, agencies, NAHRO, at all levels).
2. Discuss and create targeted empowerment mini-campaigns to engage agencies, residents and community.	Voting empowerment- encourage residents an community efforts to complete the census form and vote. Education Empowerment - workshops to focus on the importance of the vote, local activism, law enforcement training, careers in law enforcement, legal studies, etc.	Commissioners	Continue to have educational speakers address the committee. The next speaker will address the committee at the September meeting.
3. Examine all community development issues through a diversity, equity, and inclusionary lens.	a. Consider a range of perspectives and experiences when discussing community development issues. b. Engage with individuals and professionals with different perspectives and backgrounds.	CR&D	(a) Passed two resolutions to submit to the BOG. One on Support for Equity-Based Housing Solutions and one on Atonement. Equity-Based Housing Solutions passed the BOG, Atonement is being further considered by the BOG.

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OBJECTIVES	MEASURABLE OUTCOME	ASSIGNMENTS	STATUS
<p>4. The Housing Committee will employ a diversity, equity and inclusion lens while discussing, reviewing and analyzing housing, revitalization and development issues and improving communication and outreach.</p>	<p>a. Focus on advancing diversity, equity and inclusion in the analysis of housing-related issues in public and affordable housing programs.</p> <p>b. Create informational materials utilizing the most effective communication methods to explain legislative and regulatory processes to the diverse spectrum of NAHRO members and partners.</p>	<p align="center">Housing</p>	<p>a) The Housing Committee completed its universal housing voucher proposal, which includes its positions on fair market rents and a national source of income discrimination law.</p> <p>b)The Housing Committee will have created a one-pager to explain legislative and regulatory processes by the end of the term.</p>
<p>5. Research and compare how other countries have handled housing vulnerabilities of indigenous populations.</p>	<p>a. Engage with our international partners with indigenous populations and prepare findings for NAHRO Board of Governors.</p>	<p align="center">IRGE</p>	<p>The committee was unable to make any progress on this objective.</p>
<p>6. Emerging Leaders to work with the DEI Advisory to create engaging plenary sessions at NAHRO Conferences that provide a space for all groups to come together and share ideas, concerns and solutions.</p>	<p>a. Emerging Leaders provide discussion topics and/or participate as speakers on DEI conference sessions.</p>	<p align="center">Member Services</p>	<p>The Emerging Leaders have discussed possible topics that could be used at an upcoming diversity session, and they are ready to assist the DEI in any way they can to help facilitate the upcoming diversity session at the National Conference. The Emerging Leaders and the Member Services Committee also held numerous discussions during the spring and summer of 2021 on how they could address the DEI Framework presented to the BOG.</p>

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OBJECTIVES	MEASURABLE OUTCOME	ASSIGNMENTS	STATUS
<p>7. Work with PD staff to ensure the curricula for many of our key courses includes material related to diversity, equity and inclusion.</p>	<p>a. Audit at least three e-Learnings and three in-person trainings (or distance learnings) for diversity, equity and inclusion.</p> <p>b. Provide recommendations on how to include diversity, equity and inclusion for at least three e-Learnings and three in-person trainings.</p>	<p align="center">PD</p>	<p>a) Audit forms have been completed for Ethics for Management, Comm Fund, Comm Guide to Monitoring &amp; Oversight, FSS. At this time, there has not been an in-person training to audit. b) The QA committee began conversations with DEIAC. It is recommended that the next term continue to work together to introduce these topics.</p>
<p>8. Explore the role BECT plays in advancing diversity, equity and inclusion at NAHRO in all the work BECT does, including but not limited to ethics initiatives and NAHRO Certification programs.</p>	<p>a. Report to the NAHRO Board of Governors, President and CEO on any measures implemented in NAHRO's ethics initiatives or revisions in NAHRO Certification requirements pertaining to the objective by NAHRO's 2021 annual meeting.</p>	<p align="center">BECT</p>	<p>The Board of Ethics and Credentialing Trustees (BECT) is examining including Diversity, Equity and Inclusion training as part of the ethics training requirement for all NAHRO Certifications.</p>
<p>9. Provide tools for our members to use to advance diversity, equity and inclusion in their communities including HR recruitment tools, board and staff development tools, communication tools, and DEI planning for succession and sustainability.</p>	<p>a. The collaborative creation of both virtual and in-person events--sessions, film screenings, tours, discussions, webinars, etc., focused on diversity, equity and inclusion.</p>	<p align="center">DEIAC</p>	<p>In addition to recordings of the EIEA webinars that are available to all NAHRO members, DEIAC created an equity framework that was approved by the Board and is being implemented by National Standing Committees.</p>

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OBJECTIVES	MEASURABLE OUTCOME	ASSIGNMENTS	STATUS
10. Promote and increase participation in the scholarship and poster contest.	a. Increase the number of applications by 5%.	Housing America	Despite best efforts to increase applications, Housing America fell short of its goals. This year we had one region not submit for either the scholarship program or the poster contest.

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OBJECTIVES	MEASURABLE OUTCOME	ASSIGNMENTS	STATUS
<p>11. Engage in facilitated discussion of the role Leg Net plays in advancing diversity, equity and inclusion at NAHRO and through the work we do with Congress. Apply those lessons to all the work Leg Net does, including but not limited to its advocacy annual work plan, advocacy campaigns, trainings, and communications</p>	<p>a. Engage the Leg Net Leadership Team in an in-person conversation that is facilitated by a professional who is trained in leading diversity discussions. Apply the outcomes of that conversation to the annual work plan and other Leg Net work.</p>	<p>Legislative Network</p>	<p>Leg Net discussed our DEI framework assignment on how to advocate for an expansion of the homeownership voucher program.</p>
<p>12. Examine all policy concerns through a diversity equity and inclusionary lens.</p>	<p>a. Consider a range of perspectives and experiences when discussing small agency issues. b. Engage with individuals and professionals with different perspectives and backgrounds.</p>	<p>Small Agency</p>	<p>The Committee worked with the Housing Committee on assigned tasks in the DEI Policy Framework, including Universal Vouchers.</p>